
The Case for Equity Group

Presentation by Dr James Mwangi, CBS
MD & CEO Equity Group

Cornell University

September 2015
What is democratizing finance?
Who Are The Unbanked Globally?

**GENDER:**
Have an account at a formal financial institution, worldwide:

- MEN: 55%
- WOMEN: 47%

**AGE**
- WORLDWIDE THOSE AGED 15-24 ARE
  - 33% LESS LIKELY to have an account, and
  - 40% LESS LIKELY to have saved formally (compared to those aged 25-64).

**EDUCATION**
- MORE THAN 2X AS LIKELY
  - TERTIARY
- PRIMARY OR LESS

In developing economies, adults with a tertiary education are more than twice as likely to have a formal account as those with a primary education or less.

**INCOME**
- MORE THAN 3X AS LIKELY

In developing economies, the richest 20 percent of adults in a country are more than three times as likely to save in a formal financial institution as the poorest 20 percent of adults.

**RESIDENCE**
- HAVE A FORMAL ACCOUNT, IN LOW-INCOME ECONOMIES:
  - URBAN RESIDENTS: 35%
  - RURAL RESIDENTS: 22%
2030 Agenda for Sustainable Development

Sustainable Development Goals (SDGs),

What are the proposed Global Goals?
The Case for Equity Group
Corporate Philosophies

Purpose
We exist to transform the lives and livelihoods of our people socially and economically by availing to them modern, inclusive financial services that maximise their opportunities.

Vision
To be the champion of the socio-economic prosperity of the people of Africa.

Mission Statement
We offer inclusive, customer-focused financial services that socially and economically empower our clients and other stakeholders.

Values
Professionalism
Integrity
Creativity & Innovation
Teamwork
Unity of purpose
Respect & Dignity for customers
Effective Corporate Governance
The Early Years
Equity 0

- Beginning
- Founders’ conviction
- Founders’ social mission
- Driven by needs of the local community
- Turn around/re-engineer business model (i.e., creation of deposit taking and lending financial institution)
- A powerful vision but limited capacity to deliver it
Profit (Loss) vs Shareholders Funds
Branch and Brand
CBK RATING AS AT 31\textsuperscript{ST} DECEMBER 1993

OVERALL ASSESSMENT:
- Institution technically insolvent

MANAGEMENT:
- Weak & Poor

ASSET QUALITY:
- Unsatisfactory, poor non performing loans 54%

CAPITAL ADEQUACY:
- Capital fully eroded by accumulated losses.

EARNINGS & PROFITABILITY:
- Society threatened to grind to a halt
- Deposits utilized to meet operating expenses
- Return to profitability threatened by need for provision for bad & doubtful debts

LIQUIDITY:
- Liquidity of 5.8% compared to minimum legal requirement of 20%
- Deposits base volatile & unstable
Re-engineering the Business
STRATEGY

Our Strategic Journey

1994 EQUITY 1.0
- Savings led Model
- High volume low margin to offer accessibility and affordability
- Dignity and honor to our people while changing their lives and livelihoods

2004 EQUITY 2.0
- Equity Building Society - 18th
- Driving Financial Inclusion by scaling to micro, small and medium enterprises to empower our people create wealth and achieve prosperity

2014 EQUITY 3.0
- Equity Bank 1st or 2nd depending on ranking criteria
- Strategic positioning to capture disproportionate share of $4 billion growth in East Africa using a simple shared prosperity model. Giving our people Freedom, choice and control to scale social and economic impact.

Equity Building Society - 66th
Giving Dignity and Honour by Offering Access and Affordability with Savings-Led Model

Equity 1.0

- Build strategy
- Develop model
- Establish capacity
- Build culture and philosophy

Competition Mattress

Equity Building Society - 66th

1994 ➔ 2004
Creating Wealth and Prosperity By Driving Financial Inclusion and Scaling Enterprises

Equity 2.0

- Reposition strategy for future
- Change legal and operating structure
- High growth and financial leadership
- Scale Global distribution network
- Build socio-economic brand

Competition: Banks

Equity Building Society - 18th

1994 2004 2014
IMPACT
Growth Number of Deposit Clients

Home of 50% of all bank account holders in Kenya
Growth in Volume Customer Deposits

Year | Deposits (Millions)
-----|---------------------
1994 | 115
1995 | 123
1996 | 175
1997 | 286
1998 | 425
1999 | 608
2000 | 978
2001 | 1,500
2002 | 2,191
2003 | 3,368
2004 | 5,081
2005 | 9,047
2006 | 16,336
2007 | 31,536
2008 | 50,334
2009 | 69,843
2010 | 104,431
2011 | 144,165
2012 | 167,913
2013 | 194,939
2014Jun'15 | 246,000
2014Jun'15 | 301,004
Growth in Borrowing Clients

- Year 1994: 298
- Year 1995: 347
- Year 1996: 695
- Year 1997: 954
- Year 1998: 1,460
- Year 1999: 2,753
- Year 2000: 9,031
- Year 2001: 18,000
- Year 2002: 41,000
- Year 2003: 67,000
- Year 2004: 94,566
- Year 2005: 165,213
- Year 2006: 252,147
- Year 2007: 392,822
- Year 2008: 558,664
- Year 2009: 605,849
- Year 2010: 619,561
- Year 2011: 744,544
- Year 2012: 781,604
- Year 2013: 840,333
- Year 2014 Jun: 901,456
- Year 2014: 998,579

Years: 1994 to 2014 with specific values for each year.
Growth in Loan Portfolio

[Bar chart showing the growth in loan portfolio from 1994 to 2014.]
Growth in Profit

Millions

- 2000: 1,103
- 2001: 2,379
- 2002: 5,022
- 2003: 11,111
- 2004: 14,218
- 2005: 18,555
- 2006: 21,801
- 2007: 29,184
- 2008: 35,278
- 2009: 47,045
- 2010: 62,834
- 2011: 9,002
- 2012: 17,419
- 2013: 19,002
- 2014 Jun'15: 22,364

EQUITY Group Holdings Limited
Total Assets
Share Holders Funds
Growth in Staff
Turn Equity from Somewhere You Go to Something You Do - Lifestyle (Freedom, Choice, Control)

- Disrupt our self-virtualization
- Scale agency banking
- Digitize process
- Increase access and enhance experience
- Seamlessly integrate channels to improve experience
- Leverage on technology and innovation
- Convergence of financial products and services
- Segment inclusion for focused strategic delivery
- Scale brand visibility and loyalty
- Fanatical operational discipline

Equity Bank 1st or 2nd depending on ranking criteria

Competition
Cash

1994  2004  2014  2024
Equity Group is comprised of 5 major components:

1. **Bank**: The leading inclusive bank in East Africa, with a strong base for pan-African growth.
2. **Finserve**: A distinctive agile, convenient and secure mobile channel that seamlessly integrates and converges bank accounts and other financial products and services while providing value-add telecoms products and services.
3. **Equity Insurance**: Insurance products to deepen the financial inclusion of our clients while providing cover for risk mitigation of banking products.
4. **Equity Investment Bank**: Investment services for our corporate clients: brokerage, custodial and advisory.
5. **Equity Group Foundation**: A unique approach to impacting the lives of African in our communities using the Bank’s existing infrastructure, enormous human capital and Brand.
SOCIO-ECONOMIC TRANSFORMATION IS AT OUR CORE

AGRIBUSINESS
- Partnerships for a Green Revolution
- Initiatives to Support Livestock and Dairy Farmers and to Deliver Crop Insurance
- Collaboration with Coffee Board Horticulture Association, Kickstart, Africa Harvest

WOMEN’S FINANCING
- Fanikisha: Partnerships with Women Enterprise Fund to offer Training and Lending
- Loan products that have increased loan repayment periods and reduced interest rates including a $59 million fund exclusively for rural women

YOUTH ENTERPRISE FINANCING
- Vijana Business Loans to Youth: Offering Flexible Collateral, Quick Approvals and Flexible Repayment Terms as well as Business Training to support Youth Enterprise.

ENVIRONMENTAL CONSERVATION
- Conservation of the Mau Forest, the largest indigenous montane forest in East Africa, in partnership with Equity Bank, Kenya Wildlife Service, Nation Media Group, East Africa Breweries Ltd., the Green Belt Movement, Kenya Forest Service, and the FAO
- Tree planting programs in conjunction with schools and Bank branches

FINANCIAL INCLUSION
- Hunger Safety Net Program (HSNP)
- Social Payments for Food Security
- Orphaned and Vulnerable Children Program (OVC)

Established the Equity Group Foundation (EGF) in 2008 to maximize socio-economic impact and leverage Equity Bank’s unique assets and position at the base of the pyramid.

- Commits 2% of revenue to EGF
- Unlocks its branch infrastructure to support and implement EGF programs
- Develops financial instruments that respond to user needs
We have Developed an Economic and Social Brand through the Foundation...
... with tangible and scalable impact to date
Equity has a strong starting point among Africa’s leading banks in terms of both growth and profitability.

NOTE: Africa (excluding Egypt) largest 20 banks in terms of assets, plus selected exciting banks (Capitec, Equity & KCB)
1 2008-2012 assets CAGR, and 2012 assets

SOURCE: Bank annual reports; KPMG Angola Banking Report; press articles
Equity has set an ambitious growth target across Africa over the next 10 years.

6 countries in East Africa
- Population of ~245 million (~29 million are banked)
- Nominal GDP of ~USD 129 Bn
- ~10 million members

15 countries across Africa
- Population of ~810 million
- Nominal GDP of ~USD 2,259 Bn
- ~100 million members

SOURCE: McKinsey & Company
# Financial Inclusion & Profile of Clients - Equity Bank Sub Sahara Africa Footprint Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>GNI per capita ($)</th>
<th>Findex-2014 Financial Institution Account (% age 15+)</th>
<th>Mobile Account (% age 15+)</th>
<th>Has debit card (% age 15+)</th>
<th>Saved at a financial institution (% age 15+)</th>
<th>Borrowed from a financial institution (% age 15+)</th>
<th>Insurance Penetration Rate (total Premiums/GDP %) (Source-Regulators)</th>
<th>Capital Markets Penetration Rate (total market capitalization/GDP %) - Source-ASEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya</td>
<td>$1160</td>
<td>55.2%</td>
<td>58.4%</td>
<td>34.7%</td>
<td>30.2%</td>
<td>14.9%</td>
<td>3.4%</td>
<td>55.83% (2013)</td>
</tr>
<tr>
<td>Uganda</td>
<td>$600</td>
<td>27.8%</td>
<td>35.1%</td>
<td>17.8%</td>
<td>16.8%</td>
<td>15.7%</td>
<td>0.85%</td>
<td>38.23% (2013)</td>
</tr>
<tr>
<td>Tanzania</td>
<td>$860</td>
<td>19%</td>
<td>32.4%</td>
<td>11.5%</td>
<td>9%</td>
<td>6.5%</td>
<td>0.9%</td>
<td>33.4% (2014)</td>
</tr>
<tr>
<td>Southern Sudan</td>
<td>$950</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Rwanda</td>
<td>$630</td>
<td>38.1%</td>
<td>18.1%</td>
<td>4.5%</td>
<td>25.5%</td>
<td>8.2%</td>
<td>2.3%</td>
<td>26% (2011)</td>
</tr>
<tr>
<td>DR Congo</td>
<td>$430</td>
<td>10.9%</td>
<td>9.2%</td>
<td>3.8%</td>
<td>4.7%</td>
<td>3.4%</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Sources: Swiss Re, Sigma Report No.3/2014; The Little Data Book on Financial Inclusion 2015; Regulators Annual Reports, African Securities Exchanges Association, World Bank
... and will result in a 26% annual growth rate in the member base

Source: 2014 numbers based on Equity Banks year end forecasts as received from the Finance Team; First five year numbers for each country based on the Equity Bank financial model; Remaining years to 2024 based on straight line extrapolation to reach 2024 target.
LEADING INNOVATION
A revolutionary mobile platform to serve Equity’s 10 million members

"Time seems to be fast approaching when banks may not necessarily continue to exist as they are constituted today even though banking services will undoubtedly continue to be required...

Equity Group’s innovations are informed by this reality and are geared towards supporting banking becoming something you do, as opposed to somewhere you go to transact.

Our members are increasingly gaining more freedom, choice, and control.” Dr. James Mwangi

"We strongly believe that the entry of the MVNO into the Kenyan market will stimulate and sustain overall market growth through a new range of innovative products and service propositions that will give more choice and value to consumers.”

Airtel Africa CEO Mr. Christian De Faria

"Airtel Kenya’s deal with Equity Bank offers an ideal model of collaboration between banks and telecoms, allowing convergence of mobile and banking, with the customer in mind.”

Tech Moran

PAYMENT PARTNERS

Equity Direct

MasterCard

Visa

Paymentwall

PayPal

Equitel

Scaling EGF- My Life – Equitel Mobile Virtual Network Operator- MVNO (Telecom- Banking Convergence)
Our future is here.

We deserve even more freedom, choice, and control to manage our businesses, our money, and our lives with ease. The freedom and control to plan, budget, save and borrow loans to fund our dreams. The choice to stay in touch with those we love and those we relate with. Welcome to Equitel.

Bank on your hand
You can now do your banking at the comfort of your phone. Open an Equitel account instantly, have cash, by dialing *299# Check your bank balance, transfer money, send and receive money, withdraw cash, apply for a loan, request your statement, make payments and fund specific goals.

Send and receive cash
Sending money to other Equitel members is FREE! It’s as easy, and the money goes straight into their Equity bank accounts. You can also send money to other mobile money networks (M-PESA, Airtel Money, and Orange Money) other banks, global credit and debit cards.

Pay your bills
It’s quick and easy to pay for utilities using Equitel. No more trips to banks, no waiting, no lines. You can pay KPLC, Water bills, DSTV, Startimes, and many more right on your phone.

Apply and get a Loan
As a member of the Equitel line, you don’t have to fill in any forms. Just go to the Equity loan menu and follow the simple steps. It’s easy.

Stay in control
Check your balance anytime of the day or night. Once you know how much you have, you can plan, budget and fund your goals.

Easy shopping
You don’t need cash to go shopping. You can pay for goods directly from your phone. Just pay the seller’s Equity account online from your Equitel line. They will receive the money instantly and you will both get notifications immediately. And it’s all FREE!

Cardless banking
You don’t need your Equity card to bank. Use your phone to withdraw money straight from any Equity Bank ATM or Equity Agent. It’s quick, safe, and easy.

Manage your chama
Keep track of your chama payments, investments and loan disbursements through reminders and notifications. All on your phone.

Fundraising with ease
In our lanes, we support one another because it’s part of our culture. You can now fundraise virtually without a physical meeting.

Stay in touch
Make calls, send messages, and access the internet at any time of day or night at affordable rates. Wherever your entire crew is about to run and, we will send you a free reminder to top up, and you can also set up a top up standing order. You can also buy airtime from Equity Agents.

Access information and knowledge
You can access useful and exciting information on your phone. Click on ‘My Life’ and enjoy a variety of topics including maternal health, financial planning and budgeting, agriculture, education, financial literacy, entrepreneurship and websites.

Grow your wealth
Stay and be wise, government bonds and unit trusts at the convenience of your phone. It is easy.

Get well soon
Top up your Equitel line with Ksh. 250 every month. Then, in case you are admitted in hospital for 2 nights or more, we will support you with Ksh. 5,000 to help pay your bills. And it’s FREE!

Karibu Member. Pick your Equitel SIM card today at any Equity branch. To become a Member, dial *247# and open an Equity account instantly hapa hapa.

Exercise your freedom, make your choice and take control.
1ST REGIONAL LISTED INVESTMENT GROUP HOLDING COMPANY

Subsidiary Boards

Group Board

Shareholders

CEO

CEO’s office

Group Internal Auditor

Director Strategy, Legal, Company Secretary

Director Strategic Partnerships & Programme Mgt

Director Corp. Comms. & Public Relations

Director, Brand & Culture

Non-banking Subsidiaries

Corporate Office

Banking Subsidiaries

Equity Group Foundation

Equity Investment Bank

Equity Insurance Agency

Consulting

Infrastructure Services

Chief Operating Officer

Chief Technology and Information Officer

Chief Marketing Officer

Chief Officer of Banking Operations

Chief Finance Officer, Innovation & Payments

Chief Human Capital Officer & Admin

Chief Risk Officer and Compliance

Chief Officer of Corporate & SME Banking

Equity Bank Kenya

Equity Bank Rwanda

Equity Bank Tanzania

Equity Bank Uganda

Equity Bank South Sudan

100% wholly-owned banking subsidiaries, each with own Board of Directors compliant with local regulations
Equity Group – Key Selected Partnerships

**Banking Partners**
- FMO
- China Development Bank
- International Finance Corporation
- The World Bank
- HSBC
- FSD Kenya
- KfW
- Gates Foundation
- Citi

**Payment Partners**
- UnionPay
- SWIFT
- MasterCard
- Google
- Visa
- Diners Club International
- American Express
- Equity Direct
- PayPal

**Foundation Partners**
- Food and Agriculture Organization of the United Nations
- The MasterCard Foundation
- Millennium Villages
- Action Against Hunger
- IFAD
- UKaid
- Swisscontact
- FSD Kenya
- WFP
- USAID
- Unicef
### PERFORMANCE TREND ANALYSIS (in KES)

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Funding</td>
<td>29m</td>
<td>302m</td>
<td>1.6b</td>
<td>16.3b</td>
<td>159b</td>
<td>246b</td>
</tr>
<tr>
<td>Loans</td>
<td>8.6m</td>
<td>169m</td>
<td>0.8b</td>
<td>10.9b</td>
<td>113.8b</td>
<td>214b</td>
</tr>
<tr>
<td>Total Assets</td>
<td>24m</td>
<td>213m</td>
<td>1.9b</td>
<td>20.0b</td>
<td>196.5b</td>
<td>345b</td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>(4)m</td>
<td>10.6m</td>
<td>55m</td>
<td>1.1b</td>
<td>12.8b</td>
<td>22.4b</td>
</tr>
<tr>
<td>Shareholders fund</td>
<td>(18)m</td>
<td>22.5m</td>
<td>238m</td>
<td>2.2b</td>
<td>34.2b</td>
<td>64b</td>
</tr>
<tr>
<td>Customers</td>
<td>9k</td>
<td>26k</td>
<td>105k</td>
<td>1.014m</td>
<td>7.150m</td>
<td>9.660m</td>
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<tr>
<td>Staff</td>
<td>27</td>
<td>57</td>
<td>165</td>
<td>1395</td>
<td>6243</td>
<td>8690</td>
</tr>
</tbody>
</table>

### WEALTH CREATION FOR SHAREHOLDERS

<table>
<thead>
<tr>
<th>Share Change</th>
<th>Number of Shares</th>
<th>Price</th>
<th>Value</th>
<th>Value Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000: Before split</td>
<td>1</td>
<td>20.00</td>
<td>20</td>
<td>0</td>
</tr>
<tr>
<td>2000: 1:3 Split</td>
<td>4</td>
<td>50.00</td>
<td>200</td>
<td>1,000%</td>
</tr>
<tr>
<td>2004: Bonus 1:5</td>
<td>20</td>
<td>50.00</td>
<td>1,000</td>
<td>5,000%</td>
</tr>
<tr>
<td>2007: Bonus 1:3</td>
<td>60</td>
<td>84.50</td>
<td>5,070</td>
<td>25,350%</td>
</tr>
<tr>
<td>2009: Split 1:10</td>
<td>600</td>
<td>12.50</td>
<td>7,500</td>
<td>37,500%</td>
</tr>
<tr>
<td>2014</td>
<td>600</td>
<td>50.50</td>
<td>30,300</td>
<td>151,500%</td>
</tr>
</tbody>
</table>
**Current Status**

NSE Publicly Listed/ Cross Listed at
USE at RSE
- 10 million customers in 6 countries
- Market Capitalization: ~ Ksh 165.7Bn
- Asset Base ~ KShs 401 Bn

**Ownership**
Over 30,000 shareholders

**Strategic Investors**
- Norfund & Norfinance
- Genesis
- British–American Investments Company (Kenya) Limited
- Equity Bank ESOP

**Regional presence** – Kenya, Rwanda, Tanzania, Uganda, South Sudan & DRC

*Equity Bank is the* largest bank in East & Central Africa
Awards & Recognitions
- Global Vision Award - ‘Initiators of the Concepts of the Future that will shape the World Economy’ – G8 Vision Summit Germany 2007

- Emerging Markets Most Sustainable Bank of the Year 2009 in Africa & Middle East”...for its responsibility in providing solutions to the world’s most pressing issues and meeting those objectives in a financially viable way”-International Finance Corporation & Financial Times

- Microfinance Bank of the Year 2008 & 2009- “for assisting local communities and aspiring entrepreneurs to raise finance, ultimately contributing to their growth and development” – African Banker
- Best Performing Ai 100 Company of the year in Africa 2008 & 2009 and Best Performing Ai 40 Company of the year in Africa 2010
  "financial performance reflected by the strong growth in revenue and profitability, and underpinned by a strong balance sheet”-African Investor

- African Yara Laureate for helping to innovatively strengthen agricultural value chains and increase Africa's food security."- Yara Foundation for an African Green Revolution

- Case study in the leading International Business Schools-Lagos, Stanford, Strathmore, Columbia, IESE
Africa Best Initiative in Support of SMEs & the Millennium Development Goals 2011

*Equican Investor*

- Equity Bank named among 16 New Sustainability Champions-2011
- Redefining the Future of Growth by the World Economic Forum in 2011

*Africa Most Innovative Bank 2012 African Banker*

- European Award for Best Practice in 2011 European Society for Quality Research
- Best Managed Company in Africa Banking and Finance Sector 2012-
- Euromoney
- Best Bank in Kenya 2011 Euromoney Awards for excellence
- Africa Innovation Leader of the Year -2012
- Most Preferred Kenyan Brand- *Intrabrand Simpson*

- The only Triple A Brand in Kenya- *Brand Finance East Africa & TNS East Africa-July 2011*

- Most impactful brand in the daily life of Kenyans-43% *-Business Daily- Aug 2011*

- 3rd most valuable brand that gives Kenyans pride-*Business Daily- Aug 2011*
Banking on the poor no longer a risky business

Equity Bank helped disregarde the notion that low-end markets were unbankable

By WACHIRA KANG’ARU

The poor and lowly banking halls were, 10 years and religious, sacred places to the seamstresses, when sacrifices were due. Many believed entry into a banking institution was a privilege, a preserve of the rich, hence the squeaky-clean withers of the halls — and the high cost of operating a bank account — kept many at bay, and adding fuel to the myths associated with the facilities.

Most of the local commercial banks, especially the big five — Barclays, Standard Chartered, Kenya Commercial Bank, Cooperative and National Bank of Kenya — concentrated on corporate clients and big accounts only. A minimum balance of $10,000 was imposed on customers, and a heavy penalty was meted out for accounts that failed to meet the threshold.

By 2000, when it was estimated to be a market that accounts for about 15% of the country's GDP, the situation was dire that the World Bank had called for an end to the rural banking in the rural areas.

The majority of the branches closed down were in the rural areas.

Central Bank of Kenya, confirms.

But at the turn of the century, everything turned upside down when a host of micro-finance institutions moved in to fill the void left by the fleeing big boys. It would not be long before competition for the lower end of the market reached fever pitch, and some of the banks that had been placed in a position of advantage: a way, regarding access to banking facilities, started coming down. A new dawn had arrived with the first decade of the new century.

Equity Bank, a previously asset-descriptor financial institution, soon broke the ranks and joined the league of the big boys.

Suits their needs

Equity did the reverse of what the big banks were doing, and went in so shallowly for the lower segment of the market, which it served with banking services that suited their needs and earnings. It was to move thousands upon thousands of any volumes and opened up in areas and the only way to achieve this was to attract as many people as possible.

In 1999, for example, Equity Bank had only 4,000 customers, and less than 20,000 of them borrowed around $20 million. In five years of growth strategy of the small customers, and downsized them into tiny branches.

The idea was perceived by the low-end segments of the market, and by the opening of the branches that had opened up in a small number of people, to whom it was easy access.
Equity’s International Rankings

<table>
<thead>
<tr>
<th>Equity Bank</th>
<th>Overall</th>
<th>Soundness (Capital Assets Ratio)</th>
<th>Performance (Profits on capital) (Return on assets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 Global Rank</td>
<td>916</td>
<td>88</td>
<td>18</td>
</tr>
<tr>
<td>2014 Global Rank</td>
<td>999</td>
<td>112</td>
<td>8</td>
</tr>
</tbody>
</table>

Equity’s Global Credit Rating

<table>
<thead>
<tr>
<th>Security Class</th>
<th>Rating Scale</th>
<th>Rating</th>
<th>Rating Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term</td>
<td>National</td>
<td>AA- (KE)</td>
<td>Stable</td>
</tr>
<tr>
<td>Short term</td>
<td>National</td>
<td>A1+ (KE)</td>
<td></td>
</tr>
</tbody>
</table>
Equity Has Earned Substantial Accolades In 2015

2015 Think Business Banking Awards
Equity Has Earned Substantial Accolades In 2015

- Most Innovative Bank 2015
- Best Mobile Payments Solution 2015
2014 - Top Banking Brand in Kenya
Awards & Recognition for Dr. James Mwangi, CBS

- Ernst & Young World Entrepreneur Of The Year 2012
- Forbes Africa Person of the Year 2012
- Global Vision Award- Initiator of the Concept of the future that will shape the global economic- G8 2007 Vision Summit in Germany
- African Business Person of the Year Runners up 2009- Commonwealth Business Council
- Africa CEO of the Year- Africa Investor 2009
- African Leader of The Year – African Leadership Network 2011
- African Banker the Year – African Banker 2010 & 2011
Honors & Responsibilities

- Chairman- Kenya’s Vision 2030 Delivery Board
- Member of the Board of Advisors of the African Leadership Academy
- Member – External Advisory Board; Bill & Melinda Gates Foundation
- Member- Global Advisory Council-VISA
- Member – UN Advisory Group on Inclusive Finance
- Member – UN Advisory Board on Global Sustainability
- Member – G20 Advisory Board on Agriculture
- Member - Clinton Global Initiative
- Member – G8 New Alliance for Food Security and Nutrition
- Member - Global Agenda Council on New Economic Thinking of the World Economic Forum
- Member – Initiative for Global Development (IGD)
- Member – World Economic Council
- Named by Financial Times among the top 50 global emerging market business leaders
Executive Chairman- Equity Group Foundation
Trustee- Save the Mau Initiative
Holder of Five Honorary Doctorate degrees
Presidential Awards- HSC, MBS, CBS
Chancellor Meru University of Science and Technology
THANK YOU

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